NAVAL CENTER
COSC
COMBAT & OPERATIONAL STRESS CONTROL

DEFENSE CENTERS OF EXCELLENCE
For Psychological Health & Traumatic Brain Injury

Health-of-the-Force

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Defense Centers Of Excellence For Psychological Health and Traumatic Brain Injury (DCoE)

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Objectives

- DCoE's End State
- Health-of-the-Force
- Human requirements of Full Spectrum Operations
- Total Force Fitness
- Resilience and Peer Support

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Lines of Operation

Individual Family Unit and Community Wellness

Objective: Maximize opportunities for warriors and families to thrive in their community of choice through facilitating practices that promote PH/TBI resilience, recovery and reintegration (R3).

Collaborative Network of Care

Objective: Develop a national collaborative network, including a telehealth network, which will coordinate with existing medical, academic, research and advocacy assets of the Military Departments, the Departments of Health and

Research and Scientific Advancement

Objective: Advance the state of medical science in those areas of most pressing need and relevance to today's battlefield experience, particularly in the area of mental health and traumatic brain injury.

End State

A healthy sustained force – psychologically, physically, and spiritually fit – ready to deploy, fight and win our Nation's wars. Warriors, Veterans and Families attain a desirable quality of life and full access to a network of care that provides them the resources they need to be productive citizens in their communities of choice

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CJCS Guidance for 2009-2010

Purpose

21 December 2009

The purpose of this memorandum is to relay priorities for my strategic objectives through 2010. This document directs the Joint Staff and informs the Joint Force.

Intent

The three priorities I established upon becoming Chairman continue to direct our course. We will improve stability and defend our vital national interests in the broader Middle East and South Central Asia. We will focus on Health-of-the-Force by considering holistically how to better prepare our force and care for our people. And, we will balance global strategic risks by deterring conflict, while always being prepared to act decisively should deterrence fail.

“If we’ve learned nothing else these past 8 years, it should be that the lines between strategic, operational, and tactical are blurred beyond distinction.”

Admiral Michael G. Mullen

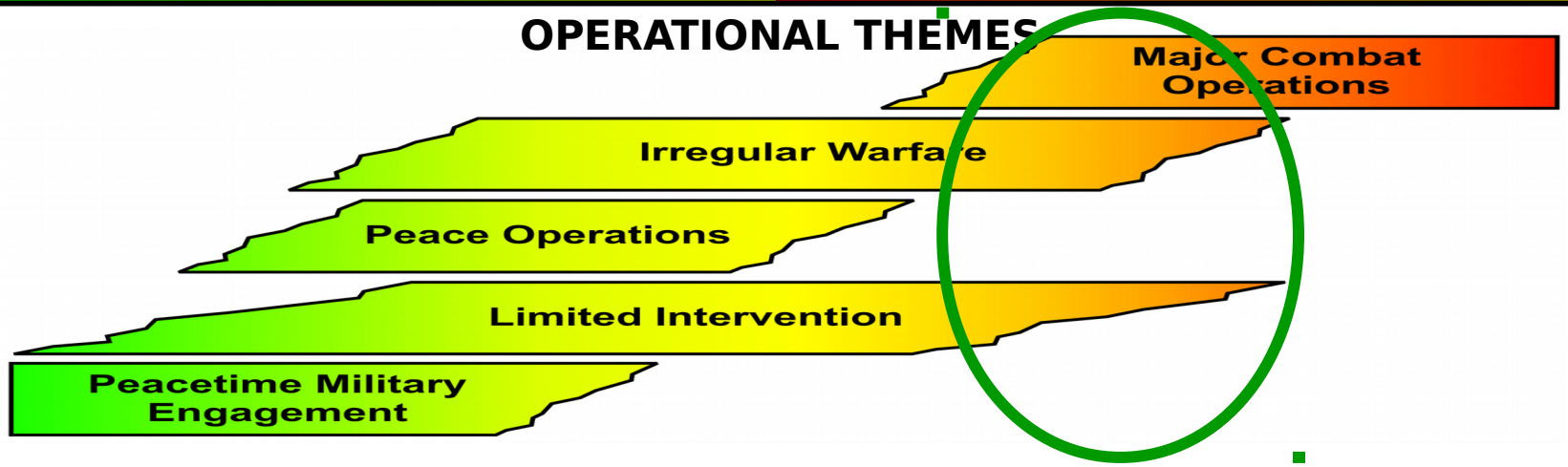
(Strategic Communication: Getting Back to Basics. *Joint Forces Q*
2009)

SPECTRUM OF CONFLICT

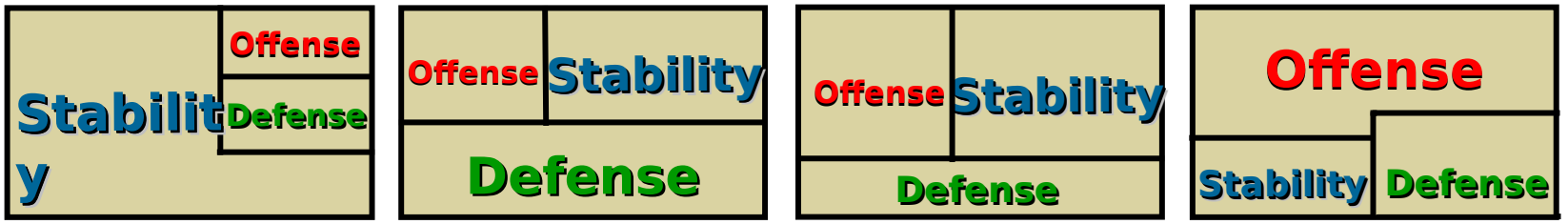
Increasing Violence →

Stable Peace	Unstable Peace	Insurgency	General War

OPERATIONAL THEMES



FULL SPECTRUM OPERATIONS



US Army Combined Arms Center, Fort Leavenworth, Kansas

Full Spectrum Operations

1. Universal expectation that all must lead
2. Required increase in human information processing capability, flexibility and adaptation
3. Increased and uncompromised focus and attention for information processing
4. Human capability of “seeing the big picture,” through flawless situational awareness
5. Increased comprehension of the human terrain

Fitness Domains
Social
Physical
Environmental
Medical
Spiritual
Nutritional
Psychological
Behavioral
Total Force Fitness
Social support
Task cohesion
Social cohesion
Strength
Endurance
Flexibility
Mobility
Heat/Cold
Altitude
Noise
Air Quality
Access
Immunizations
Screening
Prophylaxis
Dental
Service values
Positive beliefs
Meaning making
Ethical leadership
Accommodate diversity
Food quality
Nutrient requirements
Supplement Use
Food choices
Coping
Awareness
Beliefs/appraisals
Decision making
Engagement
Substance abuse
Hygiene
Risk mitigation

Ready

Not Ready

RECOVERY/RESET

Total Force Fitness

RESILIENCE

Thrivin

Reactio

Injury

Illness

Physical Readiness

HUMAN PERFORMANCE OPTIMIZATION

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Psychological resilience

- Capacity to adapt successfully in the presence of risk and adversity

Leader Actions

- Apply strong command leadership to resilience policy, programs, and procedures to define roles, responsibilities, and guidance
- Use evidence-based resilience factors in a flexible, culturally sensitive way
- Direct more rigorous program evaluation
- Be flexible to accommodate promising practices
- Emphasize both mind and body strengths building for fitness

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Actionable Factors to Promote Resilience

Individual	Positive coping, positive affect, positive thinking, realism, behavioral control
Family	Emotional ties, communication, support, closeness, nurturing, adaptability
Unit	Positive command climate, teamwork, cohesion
Community	Belongingness, cohesion, connectedness, collective efficacy

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Peer Support/Cohesion

- Emotional support, information and advice, practical assistance, and help with an understanding or interpreting events are key (Grauwiler, Barocas & Mills, 2008; House, 1981).

- Peer social support and cohesion are protective factors for troops exposed to combat- related stressors, protecting against PTSD and other stress-related mental health problems (eg, King, King & Fairbank, 1998; Solomon & Mikulincer, 1990).

- Social support from peers in the period shortly after traumatic stress exposure - protective factor for US soldiers exposed to sexual assaults and other trauma (Martin, Rosen, Durand, Knudson & Stretch, 2000).

- Horizontal cohesion (peer support) as well as hardiness functioned as a moderator of the effects of combat exposure on PTSD symptoms for US forces who served in the Gulf War (Bartone, 2000).

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Why Peer Support Works

Experiential Knowledge

Peer supporters who have similar experiences to those being supported have greater credibility as "experts" in dealing with the problems and challenges faced by the client (Salzer and Associates, 2002; Grauwiler, Barocas & Mills, 2008).

Trust

Military veterans with mental health problems trust peer counselors to help them more than they do traditional hospital staff (Chinman et al., 2008).

Confidentiality

Peer-to-peer counseling programs reviewed require that legal agreements be signed in the beginning sessions – this helps clarify limits of confidentiality.

Easy Access

Physical location and hours of operation is important. If access is difficult for the target population, it will be difficult for the program to succeed.

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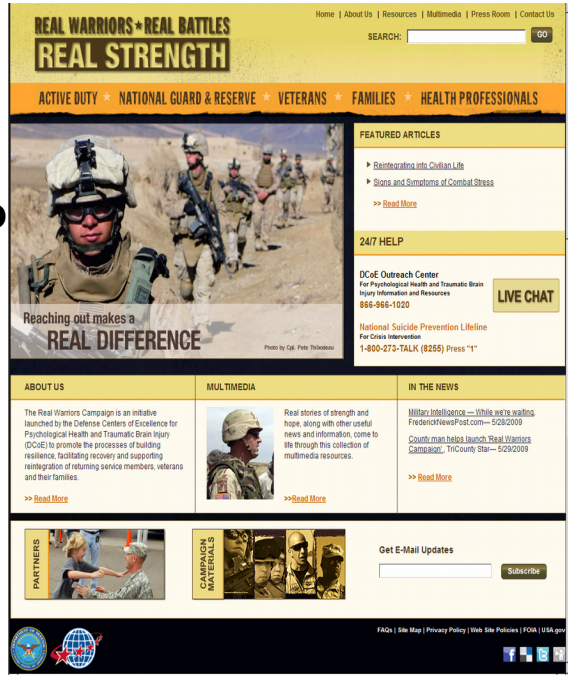
Real Warriors Campaign

"Real Warriors. Real Battles. Real Strength"

- **Realwarriors.net**, **includes information fo**
  - Active duty service members
  - Guard & Reserve
  - Veterans
  - Families/Loved ones
  - Health professionals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ABOUT US
The Real Warriors Campaign is an initiative launched by the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) to promote the processes of building resilience, facilitating recovery and supporting reintegration of returning service members, veterans and their families.
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MULTIMEDIA
Real stories of strength and hope, along with other useful news and information, come to life through this collection of multimedia resources.
>>Read More
IN THE NEWS
Military Intelligence — While we're waiting
FrederickNewsPost.com— 5/28/2009
County man helps launch 'Real Warriors Campaign'
TriCounty Star— 5/29/2009
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- **The Web site includes**
  - Feature articles/Message board/Blog
  - Profiles featuring Real Warriors telling their stories – share your story
  - Complete deployment cycle guidance and resources
  - Links to resources including the **24/7 DCoE Outreach Center**, National Suicide Prevention Lifeline
  - Multimedia products/Campaign materials

Call 24/7: 866-966-1020